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Secretariat for Hemispheric Affairs  
Department for Effective Public  
Management

Inter-American Award on Innovation  
for  
Effective Public Management – 2019"

## APPLICATION FORM

### "Inter-American Award on Innovation for Effective Public Management - 2019"

#### I. General Information

<b>Member State:</b>	Trinidad & Tobago
<b>Public Institution applying:</b>	Ministry of Trade and Industry
<b>Title of the Innovative Experience:</b>	TTBizLink
<b>Implementation time of the innovative experience at the time of the application:</b>	2009
<b>Category Applying:</b>	Innovation in Institutional Coordination

#### II. Brief summary of the innovative experience

The Single Electronic Window, branded TTBizLink, is a Trade and Business Facilitation project managed and maintained by the Ministry of Trade and Industry (MTI). It was launched in October 2009. It is a secure, neutral business portal accessed at <https://www.ttbizlink.gov.tt> that provides 24/7 access to applications for various trade and business related services. In April 2016, the MTI embarked upon the strengthening and expansion of the SEW via an Inter-American Development Bank Loan. Once registered for TTBizLink, users complete electronic forms for automatic submission to the relevant approving agencies. This avoids the need for duplicate applications to several agencies as with manual submissions. The portal was designed with validation points and information tool tips to improve an application's accuracy and completeness. During processing, each agency can view, query and make a decision on the application. The user will subsequently receive an e-mail or an optional SMS if the submission is approved, rejected or queried; however, queried applications are electronically sent back to the user for the required amendment(s) and then resubmitted for further processing ensuring an audit trail and transparency. These current suite of 46 e-services are offered from across twenty four (24) unique agencies from seven (7) Ministries together with the Trinidad and Tobago Chamber of Industry and Commerce (TTCIC). Through TTBizLink benefits such as greater operational efficiency, efficiency of trade and business facilitation, enhanced data sharing, reduction of information duplication and greater ease of doing business, accrue to all stakeholders. To date, TTBizLink has recorded over 2 million transactions with 13,838 registered users of which 3,328 are business or company accounts and 10,510 are individual accounts. TTBizLink represents a significant country achievement, making available for the first time, government services electronically in an efficient manner through strategic partnerships between the public and private sectors.

#### III. Institutional information

<b>Name of applying institution:</b>	Ministry of Trade and Industry
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<b>Address and Telephone:</b>	Levels 9, 11-17 Nicholas Tower, 63-65 Independence Square, Port of Spain 1 868 623-2931 ext. 2449
<b>Website:</b>	<a href="http://www.ttbizlink.gov.tt">www.ttbizlink.gov.tt</a>
<b>E-mail:</b>	<a href="mailto:karimr@gov.tt">karimr@gov.tt</a>
<b>Administrative Level:</b>	National
<b>Administrative Nature:</b>	Ministry/Secretariat

## IV. Information on the innovative experience

### 1. Executive Summary

In October of 2009, the Government of the Republic of Trinidad and Tobago (GORTT), through the Ministry of Trade and Industry (MTI) launched the Single Electronic Window (SEW) for Trade and Business Facilitation Project, branded TTBizLink. The first of its kind in the Caribbean, TTBizLink arose out of efforts to improve the country's ease of doing business after years of declining international competitiveness, due, in part, to significant inherent inefficiencies in service delivery. TTBizLink is a secure, neutral and user-friendly IT platform accessed at [www.ttbizlink.gov.tt](http://www.ttbizlink.gov.tt) which presently facilitates online/electronic access to forty six (46) trade and business related services from, the applicant to approver. TTBizLink's design and implementation followed many of the Recommendations and Guidelines on establishing a Single Window developed by the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT-Recommendation No.33). Further, to ensure needs were accurately met, stakeholders were engaged for requirements gathering and continuous system testing. The latter is part of continuous system improvement/refinement. TTBizLink was designed by CrimsonLogic Pte. Ltd. (CL) of Singapore, a multinational company with approximately thirty (30) years of experience in e-government. CL developed the internationally acclaimed TradeNet System which TTBizLink has, in part, been modelled. CL's services were obtained under a Memorandum of Understanding with the Government of Singapore. TTBizLink can be accessed 24/7 from anywhere globally. Persons therefore no longer have to visit an agency to collect a form. On TTBizLink, one electronic form is competed, consolidating the information requirements thereby avoiding information and documentation duplication. TTBizLink contains validation points and information tool tips to ensure application accuracy and completeness and allows the applicant to periodically check its status. Submitted applications are automatically routed to the relevant approving Agency who logs onto TTBizLink to process applications, with decisions sent via email or an optional SMS. The system carefully tracks the application's processing so that managers can review the process, identify bottlenecks and take corrective action thereby, iteratively enhancing efficiency. The streamlined application process allows an applicant to begin an application, save it and complete it in phases. During preparation, clients get assistance via detailed instructional manuals, online video tutorials and comprehensive frequently asked questions documents. Clients can also contact the TTBizLink Help Desk, toll free, at (868) 800-4739, or e-mail [support.ttbizlink@gov.tt](mailto:support.ttbizlink@gov.tt) or visit the Operations Centre to speak with an Officer. TTBizLink removes personal discretion during processing with roles and responsibilities carefully assigned and monitored. It increases transparency by inherent security features and an audit facility that tracks unauthorized or arbitrary/discretionary action that contravenes accepted rules and regulations. For registration to use TTBizLink, the MTI engaged the National Information and Technology Company Limited, Ministry of Rural Development and Local Government, which administers the Cabinet approved national registration and authentication system – tconnect. TTBizLink continues to strengthen and refine the institutional processing capacity of government Agencies, ensuring operations are in accordance with transparent and re-engineered business processes and facilitates the provision of government business services according to international service standards, which are integral to attracting investment. See Annex 1, Part B

### 2. Background situation

TTBizLink arose out of efforts to improve the country's ease of doing business after several years of declining international competitiveness which was, in part, due to significant inherent inefficiencies

in the delivery of key trade and business services. This impacted the international outlook about the country, viewing it as not a premiere location for business, trade and investment. Inefficiencies emanated from the: ♣ lack of coordination among the relevant agencies leading to costly delays; ♣ geographic dispersion of relevant organizations, so that an exporter/importer had to visit each agency to obtain application forms and repeat this for submission; ♣ 'discretionary' interpretation and implementation of laws, tariffs and regulations by government officials leading to questionable transparency and accountability; ♣ lack of a platform to unify the 'islands' of IT systems performing trade related tasks. Given the need to improve the country's business, trade and investment index, the MTI conducted a comprehensive situational and pre-feasibility analysis which led to Cabinet's consideration of, and approval for SEW's implementation, which has been done in a phased basis. To further strengthen and expand the SEW, in May 2016 the GROTT entered into a Loan agreement with the Inter-American Development Bank to address issues that include: (i) local and regional interoperability; (ii) business process reengineering to further simplify and refine processes; (iii) reviewing national legislation to conform to the new operating environment and facilitating the transition to a paperless environment; (iv) development of an electronic payments solution. This Loan will see three (3) major components on the SEW: 1. Enhancing and expanding the e-services. 2. Enhancing interoperability to facilitate the exchange and analysis of data with the information systems of key stakeholders, and that of strategic trading partners. 3. Modernising the Legislative, Institutional Framework for International Trade and Institutional Governance of the SEW.

### **3. Link between the innovative experience and the category selected**

Development and implementation of TTBizLink required, and continues to require co-ordination, collaboration and integration of actors across, and at all levels of the public and private sectors. i.) Inter-institutional co-ordination was, and remains crucial to operationalizing and maintaining TTBizLink's twelve (12) Modules and forty six (46) e-services. It necessitated on-going collaboration with twenty four (24) agencies across seven (7) Ministries along with the Trinidad and Tobago Chamber of Industry and Commerce (TTCIC), all of whom received and process applications electronically and were an integral part of requirements gathering and system development. They remain key providers to continuous system refinement. ii.) Intra-institutional co-ordination is reflected in the Inter-Ministerial Committee for general oversight and for strengthening the collaborative relationships amongst the various Ministries. This is also reflected in the arrangement with the National Information and Communications Technology Company Limited (NICTCL), a State Agency responsible for managing the Government's ICT infrastructure: o for 'out-sourcing' the entire project management of the infrastructure component of TTBizLink to ensure no duplication of the roles and functions of other Ministries and Agencies but rather capitalizing on areas of core competencies; and o Registration of users via the Cabinet approved authentication system – ttconnect. iii.) Trans-institutional coordination is reflected in the consultations with the various business associations and chambers of commerce and in finding ways to capitalizing on their expertise in a manner that benefits all stakeholders. For example, a formal agreement is in place with the American Chamber of Commerce for training services regarding the e-Work Permit Module. On-going collaboration also exists with the Trinidad and Tobago Manufacturer's Association, the Customs Clerks and Brokers Association as well as the Shipping Association and the Port Administrations. See Annex 1, Part A

### **4. Evaluation criteria**

#### **a. Singularity**

##### **Who designed the initiative?**

Research on SEWs by the Ministry of Trade and Industry was the foundation of Government engaging the World Bank to undertake a feasibility and needs analysis examining the potential impact of a SEW on its trade and business climate. This was complemented by reviewing: (i) international best practices and standards; and (ii) on-going reforms. Based on the findings, Cabinet approved the SEW's implementation via Cabinet Minute 651 of March, 2009 to be consistent with recommendation 33, of the United Nations Centre for Trade Facilitation and Electronic Business.

Cabinet Minute 2839 of October 2009 agreed that system development would be undertaken by CrimsonLogic Pte. Ltd., via a Memorandum of Understanding between the relevant Governments.

**Please describe the elements that make the experience innovative:**

TTBizLink: • revolutionized the way trade and business is conducted with Government, eliminating the need to physically visit multiple agencies, multiple times to collect forms and then return to submit same. It allows for 24/7 electronic access, preparation and submission of an application, from anywhere in the world; with Government employees processing and communicating with applicants electronically; • Further, TTBizLink allows the applicant to commence, save and return at a later date to complete the application; and also to track the status of the application at any point in time without having to contact the approving agency. • includes a Business Intelligence Module allowing automated generation of real time statistics for more informed and immediate policy and decision-making. The Mobile Inspection Module facilitates performing inspections on-site allowing more immediate clearance of goods; • provides for simultaneous information sharing among Agencies; • represents a collaborative effort amongst dispersed government agencies and exemplifies the Government's emphasis on Whole of Government and interoperability, rather than exclusivity.

**Are there similar experiences to the one presented, within your or a foreign country?**

Countrywide there is no other system providing diverse Government interconnectivity for trade and business facilitation – 24 Government Agencies across 7 Ministries; nor any that links with the private sector – TTBizLink interfaces with the Trinidad and Tobago Chamber of Industry and Commerce. Further TTBizLink is both an informational and transactional portal. Globally, there are similar systems but the majority are trade portals. However, in the Caribbean, some countries have informational portals only. Examples include: ♣ Jamaica - <https://jamaicatradeportal.com/> ♣ Bahamas - <https://www.bahamastreinfo.gov.bs/> Trinidad and Tobago remains the first in the Caribbean to implement a SEW for both trade and business facilitation.

**b. Impact on citizens**

**Please, explain how citizens benefit from the experience. Indicate, comparative date:**

TTBizLink has led to noteworthy service delivery improvements of the collaborating Agencies including the following reductions: • e-Certificate of Origin: from 1 day to 30 minutes • e-Company Registration: from 7 days to 3 days • e- Company VAT Registration: from 30 days to 3 days • e-Fiscal Incentives: from 6 weeks to 11 days • e-Import Duty Concessions: from 6 weeks to 12 days • e-Import/Export Permits and Licences: from 4 weeks to 1 day Naseeba Ali of Honeywell Automation & Control Solutions Caribbean Limited noted: "First I must start off by congratulating the MTII for this useful and friendly tool that makes our company workload easier. TTBizLink is a very effective tool in the CORPORATE WORLD, "no more multiple forms/copies. TTBizLink has revolutionized our business where this service enables us to upload our WORK PERMITS documentation electronically. This recent advance in technology has made it incredibly easy to track our applications online. TTBizLink is modernizing the way companies connect with the government agencies. In addition, for any problems arising, we can call upon the staff at MTII and they will accommodate our request. TTBizLink has now become a wide name in the Corporate World, especially for our company HONEYWELL ACS Caribbean." Additional testimonials are accessible on the TTBizLink home page.

**Does the initiative count with qualitative and quantitative indicators to demonstrate the impact? Please, indicate them:**

The initiative counts, monitors and evaluates both qualitative and quantitative indicators on a monthly, quarterly and yearly basis. They including: } Reduction in Processing times } System Accessibility } User-friendliness } Layout and Design } Usefulness and Relevance of Instructions Manuals } Accuracy of Information } Ease of Login } Ease of Navigation } Ease of Attaching Documents } Ease of Accessing HS Code } Customer Service Support } Helpfulness of TTBizLink Staff } Levels of Satisfaction See Annex II A testimonial from Nadira Dass, Manager – Customs

Department HADCO Ltd, on the Permits and Licences Module highlights the above. "The processing time by the Ministry is within a matter of minutes and I can collect import permits within the same day. Also, I made applications to the Plant Quarantine Services Division and was able to obtain the permit within the same day as well. This, compared to 1-2 weeks before is amazing." Further, monthly reports are prepared for each Module to track Agency performance against Service Level Agreements. See Annex III

### **Has the innovative experience also benefited other groups of populations, communities?**

The entire population has benefitted from TTBizLink. For example, anyone aged 18 and over can register a business or incorporate a company on TTBizLink with the Companies Registry Department, Ministry of the Attorney General and Legal Affairs; or submit an application to the Trade Licence Unit, Ministry of Trade and Industry to import items on the Negative List.

### **c. Replicability**

#### **Why is the innovative experience likely to be replicated by other institutions?**

Trade is foundational for economy survival. The trend to e-Government for trade is supported by international institutions. The World Trade Organization notes the adoption of a single window is a means of global trade facilitation. The Declaration on the Commonwealth Connectivity Agenda for Trade and Investment, April 2018, includes a Digital Connectivity cluster to assist member countries in expanding ICT capabilities, developing national digital economies, improving regulatory framework and building digital infrastructure to enable members to take advantage digital trade opportunities. Further, the conclusion of the 2018 edition of the UN survey titled, 'Gearing E-Government to Support Transformation Towards Sustainable and Resilient Societies,' notes "...since 2014, all 193 UN Member States have been delivering some form of online presence." A SEW provides for significant gains in efficiency via streamlined processes, increased transparency and accountability, cost reduction, risk identification and mitigation, institutional strengthening and capacity building, and real time data sharing and analysis for more informed policy decisions – all areas that impact global competitive and doing business rankings and ultimately trade and investment.

#### **What key elements should be considered in order to replicate the experience in other institutions/countries?**

Along with Government support – via championing and policy – a strong Governance framework and project management approach must be adopted to include: ♣ Supporting research and impact analysis. ♣ Comprehensive e-government Framework - Electronic Transactions, Authentication, Data Storage, Record Management and Data Security/Protection. ♣ Appropriate and agile executing body endowed with required autonomy. ♣ System design along international standards. ♣ Comprehensive Change Management and Communications Plans. ♣ Monitoring and evaluation mechanisms. ♣ Stakeholder engagement across the private and public sectors. ♣ Inter-Agency collaboration mechanisms. ♣ Standardized processes and data harmonization across agencies. ♣ Leveraging existing resources and facilities/mechanisms. ♣ Establishing on-going training mechanisms. ♣ A well-equipped, service oriented Project Office, including support services for clients and approving agencies.

### **d. Efficiency**

#### **General Burdget of the Institution / Budget of the innovative experience. Has the entire budget been executed**

The initial project from launch to deployment was US\$14M and was fully executed. Annual operating costs are approximately US\$450,000. The five year Inter-American Development Bank Loan, for the strengthening and expansion of the SEW, which commenced in May 2016, is US\$25M.

**Overall number of the Institution's personnel / Number of personnel working in the innovative experience:**

Twenty (20) institutional personnel work on the innovative over the main Project/Operations/Knowledge Management Office and the Project Implementation Unit managing the Inter-American Development Bank Loan. All are local expertise. In particular, SEW Specialists in the Project/Operations/Knowledge Management Office was selected from the country's cadre of returning national scholars. These units are under the stewardship of a Director of Policy and Strategy. Additionally, input came from: • The Ministry legal department along with the Office of the Attorney General and Legal Affairs for drafting contracts and Memoranda of Understanding (MOUs), policy and legislation development. • The wider public service with over 85 officers who worked on system implementation through various project teams. • The approvers from across the 24 Government Agencies from 7 Ministries account for 508 persons processing applications on TTBizLink.

**If you could give an opinion on the cost-benefit of the implementation of the innovative experience: would you say that it is positive or negative? Please, explain:**

The cost-benefit of the SEW's implementation has been positive. Although significant investment was made in procuring infrastructure, software, and hardware equipment, the benefits realised by the trade and business community, public citizenry, and country at large have been more substantial. The SEW enabled parties involved in business and trade to obtain Government services in a fraction of the time it usually takes, and eliminated physical visits to multiple offices, thereby reducing time and cost to conduct business transactions. For example, the integration of border agencies onto the SEW has allowed for electronic processing of imported cargo which has reduced the time taken and cost to clear goods from the Ports. These cost savings allow for businesses to partake in higher levels of business activity with multiplier effects throughout the economy.

**e. Sustainability of the experience**

**To facilitate the implementation of the experience, did the institution develop coordination mechanisms/strategies with other institutions?**

Co-ordination mechanisms include: • An Inter-Ministerial Steering Committee with various sub-committees comprising several Senior Ministers and over 85 Public Officers. • Collaboration with the Attorney General's Office to develop legal documents. • Agreements with private sector entities for training services. • Contractual agreements with the National Information and Communications Technology Company Limited (NICTCL), which is a State Agency with the responsibility of managing ICT infrastructure of the Government of the Republic of Trinidad and Tobago (GROTT): o for 'out-sourcing' the entire project management of the infrastructure component of TTBizLink to ensure no duplication of the roles and functions of other Ministries and Agencies but rather capitalizing on areas of core competencies; and o Registration of users via the Cabinet approved instituted authentication system – ttconnect.

**Is there a legal provision that makes the implementation compulsory?**

Government via Cabinet Minute 651 of 2009 agreed to the Implementation of a Single Electronic Window for Trade and Business Facilitation. The enactment of the Data Protection Act No. 13 and the Electronic Transactions Act No. 6, both of 2011, which the Ministry played a major advocacy and leadership role that created the legal framework for using the SEW. This framework now allows for any Public Body to offer its services electronically. The Customs Amendment Act 2013 provided for sharing of data sets from the customs authority to several government agencies. The SEW facilitated this coordination and collaboration by sending and receiving electronic data messages to synchronize local trade processes. Several Agencies have fully transitioned to TTBizLink including for Certificates of Origin, Individual Work Permits, and Permits and Licences.

**Has the political administration of the institution changed during the implementation of the experience?**

Project inception in 2009 was under the People's National Movement (PNM) which held office to 2010. The subsequent administration - United National Congress (UNC) - held office until 2015 during which time constituted system development, testing, refinement and deployment in 2012. From 2015 to present, PNM has held office during which time the Inter-American Development Bank Loan for the strengthening and expansion of the SEW was signed.

**Number of years covered by the Budget (Please, specify if 1, 5, 10 years) and its origin (Public or private)**

The initial budget covered six years from the launch in 2009. Annually a budget for general operation and maintenance is prepared. The five-year Inter-American Development Bank Loan for the strengthening and expansion of the SEW commenced April 2016.

**f. Gender and Rights approach**

**Does the initiative consider and apply gender perspective and the principles of Equality & No Discrimination? In what stage (design, implementation, etc)**

Due to the highly specialized nature of the initiative, applicants are chosen based upon their individual ability to perform the duties of the require job. They are evaluated on required qualifications, knowledge, skills, abilities and years of experience.

**Is there a coordination mechanism/strategy in place with the guiding institution on women's development of your country?**

The Ministry of Trade and Industry does not have any mechanism/ strategy in place for women's development across Trinidad and Tobago. This responsibility is under the remit of the Office of the Prime Minister, Gender and Child Affairs Division. The country also adheres to the rules and guidelines provided in the Equal Opportunities Act to prevent gender discrimination.

**Does the initiative have an explicit/institutionalized strategy on affirmative action and/or positive discrimination, considering variables on gender, different abilities and socio-economic level, among others?**

The initiative does not have an explicit/institutionalized strategy on affirmative action and/or positive discrimination, considering variables on gender, different abilities, socio-economic level. Trinidad and Tobago is a multi-racial/ethnic country and employment is based upon a candidate's ability to perform the duties of the job according to the required qualifications, skills, abilities and experience.

**How many men and women work on the initiative? What is the % of men and women that hold high-level positions in the initiative? Is there a selection or hiring mechanism, such as quotas?**

There is a total of twenty (20) staff work in the main Project/Operations/Knowledge Management Office and the Project Implementation Unit which manages the Inter-American Development Bank loan. Both Units report to the Director, Policy and Strategy. The compliment of the Units consists of ten (10) men and (10) women. There are 4 high-level positions which are staffed by 2 men and 2 women. Regarding the selection mechanism, given the highly specialized requirements needed, the selection process is solely based upon each applicant's ability to perform the duties which is irrespective of gender.

**g. Citizen Participation**

**Is there an institutionalized and permanent space that promotes the citizen participation?  
Please, explain:**

Yes there is a space that promotes citizen participation. Participation is accomplished through: • User Acceptance Testing which takes place for each e-service and provides feedback on the platform. It is key to system refinements. • An online survey upon application submission and again upon approval that provides feedback on the user experience. • Focus group sessions are held for a direct interface with citizens. • The TTBizLink Help Desk is an established part of the Project/Operations/Knowledge Management Office whose mandate is to resolve client issues and source their feedback on the system.

**What is the level of citizen participation in decision-making?**

Citizen participation is a significant aspect in the decision-making processes for TTBizLink. This occurs at various levels. Consultations in the initial stages were crucial to gauge the challenges being faced, and therefore what needs such a system would fill along with what specific requirements would be of crucial importance. In fact, there was direct user input via all of the User Acceptance Testing (UAT) sessions which provide feedback on the platform's user-friendliness and the accuracy/completeness of the various e-applications. This continues to take place, at intervals, once an e-service is launched, and is critical for system and e-application continuous improvement and refinement. Similarly, customer feedback from the TTBizLink Help Desk is integral to system improvements given that the Help Desk Officers are constantly interfacing with customers from all sectors. Citizen participation is a fundamental element to buy-in and use of the platform.

**Please, indicate quantitative and qualitative indicators and mechanisms used to promote the citizen participation during different stages of the innovative experience:**

The indicators and mechanisms in the various phases include: I. Initiation: Project Charter development in collaboration with the stakeholders from the public and private sectors. This included numerous stakeholder consultations with various sectors. II. Planning: Requirements Gathering for the various e-services took place via numerous project meetings with the relevant stakeholders, both users and approvers. A communications plan was developed to create awareness of the project and its benefits. III. Execution: Design Specifications were review by the Inter-Ministerial Steering Committee and relevant Agencies. During this stage, modules developed for pilot testing underwent rigorous User Acceptance Testing by approvers and applicants for numerous sectors. Training commenced for stakeholders including establishing formal arrangements with private sector agencies to provide on-going training services for applicants for e-services. Re/training continues. Collaboration continued with agencies for infrastructure upgrade. IV. In tandem with III, Monitoring and Control commenced with regular Agency meetings to ensure changing/new project requirements and stakeholder needs are captured. V. E-Service Deployment and maintenance include capturing customer feedback via online surveys, focus group sessions, the TTBizLink Help Desk and regular stakeholder consultations.

## Annexes

**Annex 1:**

<http://www.oas.org/forms/UploadedImageDisplayFS.aspx?path=D:\WebSites\vdForms\UploadedImages\SurveyID707\ResponseID110550ItemID16179Annex I Newsletter and Articles OAS 2019 Awards.pdf>

**Annex 2:**

<http://www.oas.org/forms/UploadedImageDisplayFS.aspx?path=D:\WebSites\vdForms\UploadedImages\SurveyID707\ResponseID110550ItemID16180Annex II Customer Monthly Survey Report OAS 2019 Application.pdf>



**Annex 3:**

<http://www.oas.org/forms/UploadedImageDisplayFS.aspx?path=D:\WebSites\vdForms\UploadedImages\SurveyID707\ResponseID110550ItemID16181Annex III Certificate of Origin Monthly and Quarterly Reports OAS Awards.pdf>

## Participants Statement

The applying institution, on behalf of its legal representative, declares that:

1. Has read the Application Basis of the "Inter-American Award on Innovation for Effective Public Management - 2019" and agrees to its scope.
2. All the information contained in the application form is true and verifiable and the applicant is entirely responsible for it.
3. It agrees to provide the OAS Department for Effective Public Management (DEPM) any additional information that may be requested during the assessment process.
4. It has not, nor had, any link neither to the members of the Jury nor to any officer in the DEPM.
5. The OAS DEPM is authorized to publish the experience presented, as well as the results of the selection process.

<b>Name of the Legal Representative:</b>	Randall Karim
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<b>Name of the Contact person:</b>	Allison Bidaisee
<b>Position:</b>	Manager Stakeholder Adoption, SEW TTBizLink Department Ministry of Trade and Industry Levels 9, 11-17 Nicholas Tower Independence Square, POS
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**I have read and accept the terms and conditions previously described for the Inter-American Award on Innovation for Effective Public Management - 2019:** Yes / Sí